

7 December 1973

MEMORANDUM FOR:

IC Staff

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SUBJECT : NIO Comments on Key Intelligence Questions

1. I asked each of the seven NIO's who are now on board to take a hard look at the Key Intelligence Questions for FY 74, contained in the 30 October memorandum to the NSCIC which was sent to USIB principals on 1 November. Attached are my colleagues' comments on KIQ's covering their respective areas.

2. Apart from the specific and detailed points raised, we all jointly hold two general opinions.

a. First, it is essential that the KIQ's not -- repeat not -- be confused with any form of "requirements list" of any type with which the community, especially its collection components, is/are now familiar. The KIQ's will never be useful as a management tool if they attempt to enumerate everything a senior analyst or even senior official at the policy level would like to know about any given subject or area. Instead, they must be a selective distillate of the really key questions which are of paramount importance.

b. Secondly, to function as a management tool in the way the DCI wants them to be used, the KIQ's must be phrased with some precision in language that sets a context within which the concept of measurable progress can be meaningful. "The Arab-Israeli Situation," for example, is not

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a KIQ, or at least not one that can be used by itself as a benchmark for measuring achievement within the community. "Identification of Arab Terrorist Plans to Attack U.S. Citizens or Property" can function as a KIQ.

3. Since the DCI expects our colleagues to certify to him annually how well the community has done in answering the KIQ's relevant to their areas of responsibility, we take an understandably keen and active interest in this project. We would, therefore, welcome seeing any revised versions of the KIQ package emerging from your current endeavors and would very much like a chance to comment further on them before they are set in concrete.

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Deputy for National Intelligence Officers

Attachments

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